# Child, Youth and Family Services

# Annual Report 2013-14

Newfoundland Labrador

Child, Youth and Family Services

## MESSAGE FROM THE MINISTER

As Minister of Child, Youth and Family Services, I am pleased to present the 2013-14 Annual Report. This report outlines the Department's activities from April 1, 2013 to March 31, 2014 and reports on progress towards goals contained within the Department's 2010-14 Strategic Plan. This performance report was prepared under my direction, and I am accountable for the results reported within.

The Department of Child, Youth and Family Services' 2010-14 Strategic Plan directed the activities of the newly-formed Department including the transition of employees, programs and services from the Department of Health and Community Services and the four Regional Health Authorities as well as the transformation of legislation, policies and procedures to strengthen service delivery. The transition of Child, Youth and Family Services staff and programs across the province was completed in 2012 and over the past two years, the Department continued transforming existing programs and services in an effort to address gaps and drive improvements in all program areas.

During this past year, the Department of Child, Youth and Family Services brought forward to the House of Assembly new adoption legislation, *Adoption Act, 2013*. Significant enhancements and provisions are contained in the new *Act* which will streamline the adoption process and enhance post adoption services. Child, Youth and Family Services also continued to implement ongoing initiatives contained within the 10-year child care strategy, *Caring For Our Future: Provincial Strategy for Quality, Sufficient and Affordable Child Care in Newfoundland and Labrador, 2012-2022* leading to an increase in the number of child care spaces by 25 per cent since 2010. As well, the Department continued to implement the new continuum of care strategy, which provides a variety of residential placement options and programming for children and youth. The highly successful *Foster a Future...Foster a Child Today* campaign has resulted in the creation of 140 new foster home placements in approximately 90 new foster homes and decreased the number of children and youth living in Alternate Living Arrangements by over 55 per cent since 2010. In addition, the Department introduced the Supporting Youth With Transitions pilot program. This program is designed to assist youth-at-risk in acquiring the daily life skills they need to transition to adulthood. Furthermore, the Department has created 50 new frontline positions since 2010 to assist with caseload management. Each of these initiatives helps to further strengthen program and service delivery for children, youth and their families.

As Minister, I am pleased to continue our government's transformative work towards revitalizing programs and services that safeguard the province's children and youth, and to continue to build a Department which promotes excellence and consistency across all programs in all regions.

Sincerely,

Sandy Collins
Minister of Child, Youth and Family Services

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## 1.0 Overview of the Department

The Department of Child, Youth and Family Services is dedicated to the protection of children and youth from maltreatment by their parents, and to supporting the promotion of healthy development and well-being of children and youth in Newfoundland and Labrador. The Department is committed to the children and youth of this province and strives to ensure targeted attention and consistent application of services in the following program areas:

| | |
|---|---|
| **Protective Intervention** | **Provides protective intervention or out-of-home placement services to children who are in need of protection from maltreatment by their parent(s).** |
| **Youth Services** | Provides voluntary supportive, financial, educational, rehabilitative and residential services to youth 16 years of age and older who are (or are at risk of) being maltreated by their parent(s). |
| **Community Youth Corrections** | Supervises youth who are subject to supervision or open custody orders from the court or who are referred to an extra-judicial sanction program as an alternative to court. |
| **Adoptions** | Identifies permanent homes for children who are available for adoption and approves applications to adopt a child from this province, from other Canadian provinces and territories, as well as other countries. Supports adults previously involved in adoptions (either as adopted children or birth parents) who wish to locate information about their birth families, and/or to reunite with them. |
| **Child Care Services** | Contributes to the development and well-being of young children by enhancing the quality, sufficiency, and affordability of child care services. |
| **Family Resource Centres** | Contributes to the provision of a variety of community-based activities, resources and supports family resource centres located in communities throughout Newfoundland and Labrador. |

## Mandate

The Department of Child, Youth and Family Services is responsible for protecting children and youth from maltreatment by parents, and supporting their well-being and healthy development in families and the community through the provision of services and programs.

## Legislation

Legislated authority for the Department's programs and services is provided by:

- *Children and Youth Care and Protection Act*
- *Adoption Act*
- *Child Care Services Act*
- *Youth Criminal Justice Act*
- *Young Persons Offences Act*

## Lines of Business

The Department of Child, Youth and Family Services is responsible for six primary lines of business:

### 1. Protective Intervention

All programs and services within Protective Intervention are designed to help ensure the safety and well-being of children. When there is a concern of maltreatment by a parent, social workers assess the safety and risk to the children within the family home. All decisions to intervene with the family are made in accordance with the *Children and Youth Care and Protection Act* and with the overriding and paramount consideration being in the best interest of the child or youth.

Where a child is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce the identified risk. This could involve providing supervision in the home and/or ensuring the parent avails of supports and intervention services that are required to adequately care for the child or youth. These services may be provided by Departmental staff, other departments or agencies of government, or through service providers within the community.

When the health and safety of a child cannot be maintained or assured in the family home, other alternatives are considered, including:

- Entering into **Protective Care Agreements** with parents in situations where they are unable to care for their child and need time to seek help or resolve issues in the family home that could place the child's safety, health or well-being at risk.

- Providing **Kinship Services** to relatives or significant others who are willing and capable of providing care to a child who is in need of protective intervention and requires an out-of-home placement.

- Transferring the care and custody of a child to a Child, Youth and Family Services manager through an **order from the court**. Only the court can make a legal determination that a child is in need of protective intervention and place the child or youth in the care and custody of a manager on a temporary or permanent basis. If custody is transferred to a Child, Youth and Family Services manager on a permanent basis, this is known as **continuous custody**. This option is only pursued when it is in the best interests of the child/youth and all other options have been exhausted.

### 2. Youth Services

Youth who were in care at the age of 16 may be supported by the Youth Services program until the age of 21 if they are participating in an educational or rehabilitative program.

Youth who were not in care at the age of 16 may be supported by the Youth Services program until their 19th birthday or the completion of high school.

Services include:

- Providing voluntary supportive services to young people living in their family home to address issues which could affect the safety, health and well-being of the youth in an effort to keep families together.

- Providing voluntary financial, educational, rehabilitative and residential services to enable youth to reside outside the family home, when youth are at risk of maltreatment in their family home.

### 3. Community Youth Corrections

The Department provides rehabilitative services to youth who come into conflict with the law between their 12th and 18th birthdays.

Services include:

- Supervising young offenders in the community while serving sentences such as probation, community service orders, and the community release portion of custody sentences.

- Supervising young offenders who are given open custody sentences by the court and are placed in approved open custody placements.

- Supervising community Youth Justice Committees throughout the province to operate restorative justice and extra-judicial sanction programs as alternatives to court.

### 4. Adoptions

The Department provides adoption services to children and youth available for adoption by finding permanent homes. The Department also provides services to birth parents placing a child for adoption and individuals and couples who wish to adopt a child. Adoption is the legal process whereby a person or persons become a child's legal parent or parents. Children become available for adoption through a consent signed by a birth parent or because they are in the continuous custody of a manager of Child, Youth and Family Services who has approved a plan for adoption. Children available for adoption are matched with approved adoptive applicants.

The *Adoption Act* recognized the need for adopted persons and birth parents to access identifying information. Post adoption services assist adopted individuals to find information about their birth or adopted family members and birth parents to find information about their adopted children. These services can be requested when the adopted person is 19 years of age. The post adoption program provides the following services to eligible persons: search and reunion services; non-identifying summaries; registration of birth or adopted relatives and significant others for contact with an adopted person; openness facilitation, and priority medical searches. The *Adoption Act, 2013* review revealed the need to add enhancements to the legislation which would improve services to those persons applying for post adoption services.

The adoptions program also approves applicants who apply to adopt a child from another country and applicants who have been identified by another Canadian province to adopt a specific child in that province. Step-parent and relative adoptions may be completed without the assistance of Child, Youth and Family Services, unless required by the court.

### 5. Child Care Services

The Department licenses and monitors child care facilities and family child care agencies throughout Newfoundland and Labrador. In this province, child care must be regulated if more than four children of mixed ages or three infants are being cared for in a child care centre, or in a child care provider's home by a person who is not a relative. All regulated child care must comply with provisions set out by the *Child Care Services Act* and meet the

minimum required standards. Regional child care services staff regularly visit child care centres and agencies to ensure the standards are met and to support child care providers.

To facilitate access to quality and affordable child care, the Department provides a subsidy for child care services to eligible families. It also assists non-profit community groups in underserviced areas to start a new, or maintain an existing, child care service. Financial support may also be provided to child care providers, as needed, to include children with diverse needs.

The Department is committed to assisting child care centres with recruiting and retaining early childhood educators and has a variety of financial programs such as the Early Learning and Child Care Supplement, bursaries, and other financial incentives to assist in facilitating professional development opportunities.

### 6. Family Resource Centres

The Department supports the development and operation of 30 family resource centres (FRCs) operating in 158 communities across the province. These centres provide a variety of community-based activities and resources for children and families that emphasize early childhood development and parenting support. They provide a place for families to gather in a friendly and informal setting.

Programs offered through FRCs reflect the needs of participating families and the communities in which they are located. The types of programs offered include family support, parenting workshops and interactive parent and child programs. Some FRCs include community kitchens and healthy lifestyle sessions. Healthy Baby Clubs, which are nutrition support programs for eligible women who may need extra support during and after their pregnancy, are also delivered by FRCs.

## The People We Serve

The Department of Child, Youth and Family Services has three primary client groups: children, youth and families. The programs and services delivered by Child, Youth and Family Services are aimed at:

### Children

- who are maltreated or at risk of maltreatment by their parents
- who require services to mitigate risk in the family home
- who may need foster care or residential care services in the absence of a protective parent
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act*
- who require adoptive homes for permanency and stability
- who were adopted and have reached the age of majority and are seeking information about or reunion with their birth families
- who attend regulated child care or family resource programs

### Youth

- who are maltreated or at risk of maltreatment by their parents
- who require supportive services to remain in the family home
- who require supportive services including residential support in the absence of a protective parent
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act*
- who are involved in community youth corrections
- who, as young parents, avail of child care and family resource programs

### Families

- who require services and support to ensure the safety and well-being of their children and youth
- who participate in regulated child care services
- who wish to adopt children, locally, nationally and internationally
- who are birth parents planning to place a child for adoption
- who are birth parents seeking information or reunion with their adopted child (who is now over the age of 19)
- who use the services provided by family resource centres
- who provide care to children and youth that require out-of-home placement in the absence of a protective parent

## Our Values, Vision and Mission

### Values

| | |
|---|---|
| Child and Youth Centred | • each individual makes the safety and well-being of children and youth their highest priority |
| Collaborative | • each individual works collaboratively with families, service providers and partners in reducing risk to children and youth and supporting their well-being |
| Responsive | • each individual works to match services to the identified risk and needs of children and youth |
| Responsible | • each individual fulfills his or her roles and commitments in the delivery of quality client services |
| Knowledgeable | • each individual makes decisions based on expertise and best practice while recognizing the importance of a healthy family experience and permanent relationships for children and youth |
| Respectful | • each individual acts in a manner that demonstrates value for diversity and culture |

### Vision

Safety and well-being for all children and youth within supportive families and communities.

### Mission

By 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

For the full mission statement, including measures and indicators, please visit the Department's *Strategic Plan 2010-14* at: http://www.gov.nl.ca/cyfs/publications/childcare/strategic_plan-07-15.pdf.

## Organizational Structure

The Department is directed by the Deputy Minister and three Assistant Deputy Ministers. The Provincial Office is located in St. John's and is comprised of the following three branches:

### 1. Policies and Programs

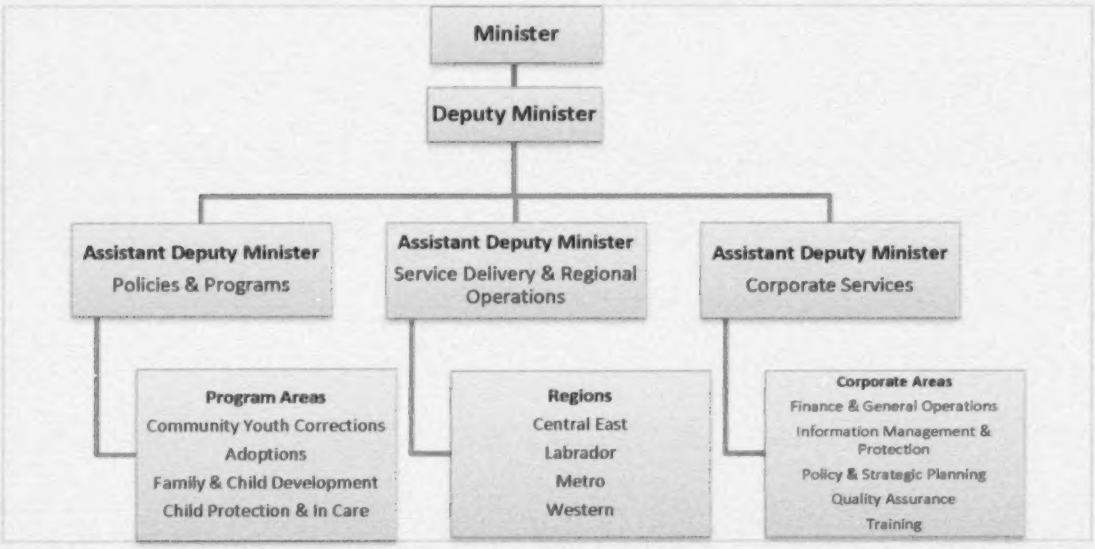
The Policies and Programs Branch has responsibility for program and policy development. This Branch has four Directors who administer the following program areas: Adoptions, Child Protection and In Care, Community Youth Corrections, and Family and Child Development.

### 2. Service Delivery and Regional Operations

The Service Delivery and Regional Operations Branch is responsible for front line service delivery of programs at the regional level, ensuring a wide array of responsive services are available to meet the needs of children, youth and their families. Programs and services are delivered in four regions (Metro, Central East, Western and Labrador). Each Region is coordinated by a Regional Director who reports to the Assistant Deputy Minister of Service Delivery and Regional Operations.

### 3. Corporate Services

The Corporate Services Branch supports the Department by ensuring fiscal, human and information resources are available to provide client services within a quality framework. The five key corporate areas are: Finance and General Operations, Information Management and Protection, Policy and Strategic Planning, Quality Assurance, and Training.



## Staff

As of March 31, 2014, the Department had 812 permanent positions located in 56 offices across the province. This includes the Ministerial and Provincial Office in St. John's as well as regional and service delivery offices throughout four Regions – Metro, Central East, Western and Labrador.

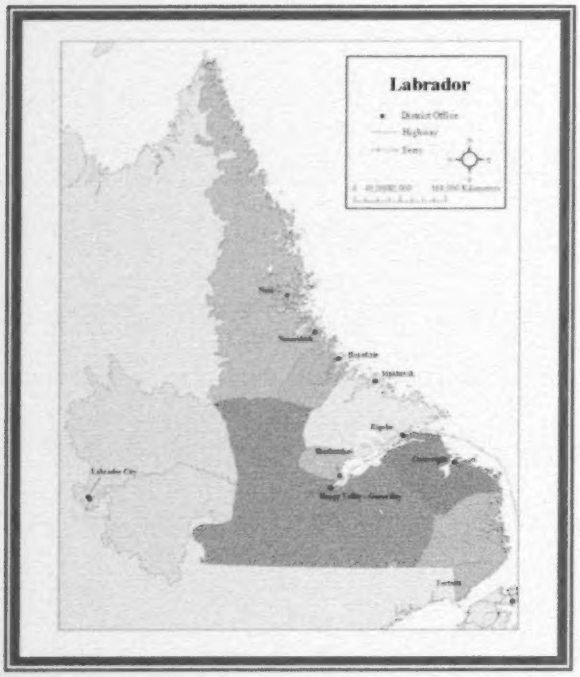
The gender breakdown of staff is 89 per cent female and 11 per cent male.

*"Mr. Speaker, none are more vulnerable in any society than children. That is why attending to the needs of vulnerable children has received such attention from our government. Through the Department of Child, Youth and Family Services, we have refocused our efforts and made considerable inroads in addressing complex needs. We are ready to build on that progress by doing even more."*

- Honourable Charlene Johnson, Minister of Finance and President of Treasury Board, Budget Speech, March 27, 2014

## Geographic Overview

For service delivery efficiency, the Department is subdivided into four distinct regions:

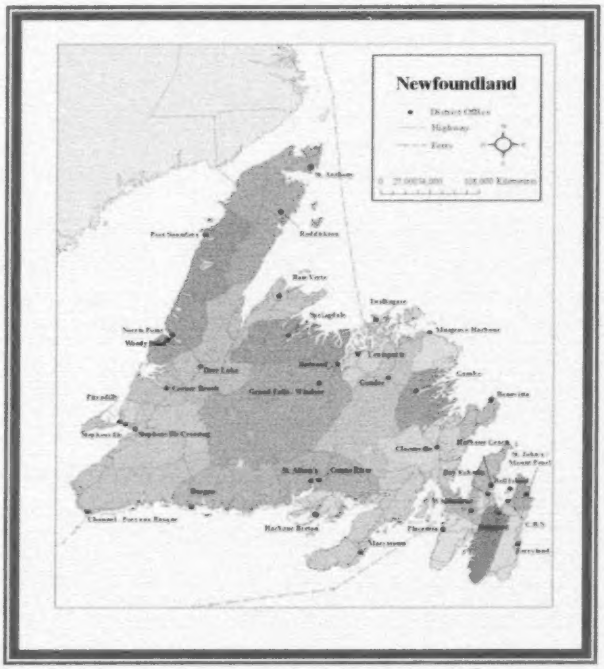



Western Region offices are located in the following communities: Baie Verte, Burgeo, Channel-Port aux Basques, Corner Brook, Deer Lake, Norris Point, Piccadilly, Port Saunders, Roddickton, Springdale, St. Anthony, Stephenville, Stephenville Crossing, and Woody Point. There are 147 permanent positions in this region.

Labrador Region offices are located in the following communities: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet and Sheshatshiu. There are 106 permanent positions in this region.

Metro Region offices are located in the following communities: Bell Island, Ferryland, Mount Pearl, and St. John's. There are 354 permanent positions in this region.

Central East Region offices are located in the following communities: Bay Roberts, Bonavista, Botwood, Clarenville, Conception Bay South, Conne River, Gambo, Gander, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, St. Alban's, Twillingate, and Whitbourne. There are 205 permanent positions in this region.



## Revenues and Expenditures

In 2013-14, the Department's net expenditures totalled approximately $165 million.

Of the $165 million, approximately $159 million was expended on regional operations and programs for delivery of child, youth and family services. The remaining expenditures were allocated to the activities of provincial headquarters, including executive support, corporate services, program development, training and planning, and the Minister's Office.

Detailed information respecting the Department's expenditures is contained in Section 6.0 of this report.

## 2.0 Shared Commitments

During 2013-14, the Department continued to focus on completing the goals outlined in its 2010-14 Strategic Plan which were to re-structure its service delivery model and improve the safety, health and well-being of children and youth. The Department's continued progress would not have been possible without the collaboration of key partners, who have contributed towards these directions in a variety of ways.

### Provincial Government Partners

#### Interdepartmental Partners and Regional Health Authorities

The Department's primary partners within the Provincial Government are the Department of **Health and Community Services** (including the four **Regional Health Authorities, or RHAs**), Department of **Justice**, Department of **Education**, and the Department of **Advanced Education and Skills**. An Information Sharing Agreement was approved and signed by these four government Departments, together with the Department of Child, Youth and Family Services, on November 21, 2013. The purpose of the agreement is to enhance information sharing for the protection of children from maltreatment. Child, Youth and Family Services and the four RHAs continue to collaborate and operate under Memoranda of Understanding which were developed as part of the transition of programs and services to the new Department.

In 2013-14, Child, Youth and Family Services worked closely with the Department of Justice, who is responsible for operation of Secure Custody and Remand Services for youth, to deliver a shared responsibility for youth corrections. Further, the Child Protection and In Care Division continued its work on updating the existing Memorandum of Understanding (MOU) with policing services to improve information sharing and to outline protocols for investigations of child abuse. Separate MOUs are being developed with the Royal Newfoundland Constabulary (RNC) and Royal Canadian Mounted Police (RCMP).

In addition to the Department's primary Provincial Government partners, Child, Youth and Family Services works collaboratively with a number of other government departments and agencies to deliver its programs and services.

**Service NL** conducts inspections on all regulated child care services in the province under its Environmental Health, Fire, and Life Safety and Buildings Accessibility program.

The Department also works closely with the **Vital Statistics Division** of Service NL, to provide post adoption services. Adopted persons and birth parents may apply to the Vital Statistics Division to obtain copies of birth and adoption records on file. The Registrar of Vital Statistics, under the authority of the *Adoption Act,* may release appropriate records to eligible adopted persons and birth parents. Once an adopted person or birth parent has obtained these documents, post adoption services can then assist with search and reunion services. Birth parents and adopted persons who were involved in an adoption prior to April 2003, may file with Vital Statistics a disclosure veto (a document that will maintain the confidentiality of the person who filed the veto) or a no-contact declaration (a document requiring that a person receiving requested information will not make contact with the person named in the information). Post adoption services works with the Vital Statistics Division in ensuring that these documents have not been filed prior to conducting a search.

The Department is under contract with the **Newfoundland and Labrador Housing Commission** (NLHC) regarding the residential needs of youth clients. Child, Youth and Family Services pays a monthly rental amount to NLHC which covers the cost of rent, utilities and maintenance.

*Caring For Our Future* (the 10-year child care strategy) includes a commitment to develop and implement a centralized Child Care Registry. The Department has been working in partnership with the **Office of the Chief Information Officer** (OCIO) on the development of this registry. The Child Care Registry will be a centralized searchable online database of all regulated child care centres, and family resource centres and their respective satellite locations throughout the province. It will also provide information pertaining to family child care. Information about regulated child care services found on the registry will include their location, contact information, the age range of the children at the centre, the total capacity of the centre and, on a go forward basis, violation orders.

Under the Sufficiency pillar of *Caring For Our Future*, the Department committed to the development of a community needs assessment tool to support growth in child care services

in targeted areas by assessing local needs using demographic and labor market profiles of communities. The Department partnered with the **Newfoundland and Labrador Statistics Agency** to develop a mathematical model to measure access to, and demand for, child care services. The needs assessment tool will be used to help target development of new regulated child care spaces where demand is greatest.

Community services can continue to improve with the input of citizens. Towards this end, Child, Youth and Family Services has embraced the Open Government Initiative launched by the Office of Public Engagement in March 2014. This initiative encourages residents of the province to become active citizens with new opportunities to shape policy and decision-making. This initiative also provides guidelines for Departments to proactively disclose and improve access to information. The Department has been proactive in its disclosure efforts by posting clinical program statistics, as well as recent residential services contracts online.

### Statutory Offices

In 2013-14, the Department continued to collaborate with all statutory offices of government. These include: the Office of the **Auditor General**, the Office of the **Child and Youth Advocate**, the Office of the **Citizens' Representative**, and the Office of the **Information and Privacy Commissioner**. All Statutory Offices have a legislative requirement to report annually to the House of Assembly through the Speaker on the exercise and performance of his or her functions and duties under the legislation governing these respective offices. The Department values a collaborative relationship with these entities, whose purpose is to encourage accountability and promote the prudent use of public resources in the stewardship, management and provision of programs and services delivered by government departments. The Department provides required and necessary information to all statutory offices on a regular basis.

The Department works regularly with the Office of the **Child and Youth Advocate** which is an independent office of the House of Assembly of Newfoundland and Labrador. This office has the authority to represent the rights, interests and viewpoints of children and youth who are entitled to receive services and access programs provided by all government departments. The Department respects and appreciates the Child and Youth Advocate's role and recognizes the value in working collaboratively for children, youth and families. The Department takes seriously all recommendations

from the Advocate's Office and provides regular updates on the progress achieved on implementation of recommendations. Prior to the end of the 2013-14 fiscal year, the Department provided an update to the Child and Youth Advocate's Office on implementation of previous recommendations. As well, the former Minister and Deputy Minister met with the advocate during the past fiscal year to discuss Departmental progress and plans moving forward to transform programs and services.

## Community Stakeholders and Aboriginal Organizations

The efficient delivery of child, youth and family services and programs in Newfoundland and Labrador also requires participation and cooperation from numerous individuals and organizations.

The Department continues to partner with **Memorial University** and other Canadian universities in employing Bachelor and Master of Social Work students in work term placements. During 2013-14, the Department provided placements to approximately 60 social work students. This work is part of the Department's commitment to long-term recruitment of qualified staff. Child, Youth and Family Services also partnered with Memorial University to develop and commence implementation of enhanced supervisory training and skill development in all regions. This initiative focuses on the development of skills in supervision of clinical decision making, team management and individual supervision/caseload management.

The **Newfoundland and Labrador Foster Families Association** provides important input into the Department's policies, programs and services. The Newfoundland and Labrador Foster Families Association represents the province's foster parents, provides a voice for their membership and offers supportive services for foster parents, including training.

Among the Department's most important partners are Newfoundlanders and Labradorians who, as **foster parents**, generously open their homes to care for children and youth. On March 31, 2014, there were approximately 585 foster homes providing stable, nurturing family environments. Many of these individuals care for multiple children. While foster parents complete standardized training, many take on additional skill development activities to prepare themselves for the complex needs of children and youth in care.

The Department also worked with 12 **staffed residential placement organizations**; one of which has a primary mandate to support open custody placements and the remaining are dedicated to caring for children and youth. In 2013-14, contracts were signed with four service providers to provide staffed residential placements in accordance with the new continuum of care strategy for out-of-home care. These partners include: Care Givers Incorporated O/A Blue Sky Family Care, Key Assets Newfoundland and Labrador Incorporated, Waypoints Incorporated, and Shalom Incorporated.

*"Choices for Youth is very happy to partner with the Department of Child, Youth and Family Services in responding to the needs of vulnerable youth in our community. Providing intensive supports to youth as they develop skills is absolutely critical in assisting youth in working through the barriers in their lives."*

- Sheldon Pollett, Executive Director, Choices for Youth, June 20, 2013

**Choices for Youth** is another community partner which delivers supportive services to youth as they prepare for the transition to adulthood. Currently, Choices for Youth is delivering a Supporting Youth With Transitions pilot program in the Metro Region on behalf of Child, Youth and Family Services. Through this program, life skills coordinators work directly with youth to identify and address their life skills needs, focusing on areas such as daily living and self-care, relationships and communication, housing and financial management, and career and education planning.

The **Association of Early Childhood Educators Newfoundland and Labrador** represents women and men who provide care for children in regulated child care settings and are a point of contact between the Department and these professionals. This Association also provides certification services and professional development within a service agreement framework with Child, Youth and Family Services.

**Regulated Childcare Providers** are important partners in the delivery of child care services. There are approximately 200 child care centres, 135 family child care homes and one approved family child care agency (with offices in St. John's and Corner Brook) which are regulated by the Department.

The Department also works with **Family Resource Centres** (FRCs) across the province by providing funding that enables these centres to deliver family resource programming. A

contract for accountability and program requirements to include programs for vulnerable families and families-at-risk has been developed to enhance services provided by FRCs.

The Department also partners with **College of the North Atlantic** on its training program for staff. In 2011-12, a Training Unit was established at the college's Bay St. George Campus. This unit has developed and maintained a dedicated program of professional training for all frontline staff which can be delivered from any of the college's campuses across the province. The Department is collaborating with College of the North Atlantic to enhance access to the Early Childhood Education program and is providing funding to increase enrollment in the Distance program and various bursaries for students and graduates.

Aboriginal organizations/governments are also partners with the Department in the development of policies and programs and delivery of services. Input from the **Innu Nation**, the **Nunatsiavut Government**, the **NunatuKavut Community Council** and the **Miawpukek First Nation** in Conne River help the Department design policies and programs which are culturally appropriate to service delivery needs in these communities.

During the 2013-14 fiscal year, the Department held regular Planning Circle meetings with membership from the **Mushuau Innu First Nation, Sheshatshiu Innu First Nation and Nunatsiavut Government**. The Planning Circle is an avenue to discuss topics of mutual importance. During the past fiscal year the following topics were discussed: permanency planning for children in care; recruitment of social workers in isolated communities; foster parent information sessions; recruitment and training; and identification of staffed residential placement requirements in Labrador. Foster Parent information sessions were held in Makkovik, Nain, Postville and Rigolet and 15 prospective foster families were provided training in Nain and Happy Valley-Goose Bay during the 2013-14 fiscal year.

The Deputy Minister is a member of a **Deputy Ministers' Steering Committee relating to Aboriginal Issues**. During these regular meetings, initiatives to support the delivery of services in Aboriginal communities are discussed. As part of these meetings, the Deputy Minister provides regular updates on initiatives which are occurring at the Aboriginal Planning Circle quarterly meetings.

The **Newfoundland and Labrador Association of Social Workers** (NLASW) is an important community and professional partner. The NLASW is the regulatory body and professional

association for social workers in Newfoundland and Labrador and as such, are responsible for regulating the practice of social work under provincial legislation, the *Social Workers Act, 2010*. The NLASW also registers social workers who are certified to work in this province. During the last fiscal year, the NLASW accredited the training developed and delivered by the Department as recognized professional development for their members. This accreditation recognized the quality of training given to frontline social workers within the Department.

The Department works with two **adoption agencies** in this province: Aspens and Oaks and Lynn Burke Evely. Agencies interested in providing pre and/or post placement adoption services to birth parents and adoptive parents apply to Child, Youth and Family Services for a license. Aspens and Oaks is licensed to provide a full range of adoption services to birth parents and adoptive parents. Lynn Burke Evely retains a license which enables her to complete post-placement reports on adoptive families. Both of these agencies work closely with the Department when they are involved in an adoption process. Where an agency completes an adoption assessment, the Department maintains responsibility for approving all applicants interested in adoption and the placement of a child for adoption.

The **Dave Thomas Foundation for Adoption** is a not-for-profit organization dedicated to finding adoptive homes for children waiting in North America's foster care system. In fall 2013, Child, Youth and Family Services obtained approval to submit an application for funding to the Dave Thomas Foundation to hire a child-specific recruiter and to attend profiling and recruitment training to secure adoption placements for these children. The Foundation approved the application in January 2014 and a contract will be signed early in the 2014-15 fiscal year to receive funding for the recruiter position. This position will be used to profile children who may be more difficult to place during the adoption process.

## Government of Canada

The Government of Canada is an important partner for the Department in two areas of federal responsibility: youth criminal justice and the care of Aboriginal children. As the province's Community Youth Corrections Program is mandated by the federal *Youth Criminal*

*Justice Act, 2002*, the Government of Canada provides multi-year financial support through a cost-shared agreement. In 2013-14, $1.8 million was provided to the Department under this agreement. Further, arising from the Government of Canada's constitutional responsibility for Aboriginal peoples, the Government of Canada provides funding to support the costs of children/youth in care from the Mushuau and Sheshatshiu Innu First Nation communities of Natuashish and Sheshatshiu, respectively, through an annually renewed intergovernmental agreement. In 2013-14, the federal contribution under this agreement was $10.4 million.

Additionally, the Government of Canada works with the Department to assist in the adoption process. In Canada, adoption is a provincial or territorial jurisdiction; however, Citizenship and Immigration Canada plays an important role in helping children involved in intercountry adoption join a Canadian family. In working with the Department, Citizenship and Immigration Canada helps ensure that a child's rights are protected in the adoption process.

## Horizontal Initiatives of the Government of Newfoundland and Labrador

Horizontal initiatives allow for an integrated approach to complex policy issues within Government. Significant work in interdepartmental initiatives reflects this province's commitment to creating a healthier, stronger, and more prosperous province.

The Department is represented on the following interdepartmental committees and working groups:

- Ministerial Council on Early Childhood Learning;
- Deputy Minister's Committee on Corporate Human Resources;
- Deputy Minister's Aboriginal Committee for Labrador;
- Poverty Reduction Strategy;
- Interdepartmental Working Group for Inclusion of Persons with Disabilities;
- Supportive Living Program Interdepartmenal Advisory Committee;
- Northern Strategic Plan;
- Violence Prevention Initative;
- Early Childhood Learning;
- Population Growth Strategy; and,
- Workforce Development Strategy.

## 3.0 Highlights and Accomplishments

The 2010-2014 Strategic Plan was a significant step in the establishment of the new Department and provided two guiding strategic directions:

1. **Enhanced Child, Youth and Family Services:** A strengthened foundation through a re-structured service delivery model that provides clients with appropriate services at the appropriate time; and,

2. **Safety, Health and Well-Being**: Improved safety, health and well-being of children and youth.

The following highlights and accomplishments reflect on achievements made towards the Strategic Directions including focus areas which were identified to be addressed through operational and work planning during the 2010-14 reporting period.

### 1. Enhanced Child, Youth and Family Services

On March 26, 2012, the transfer of staff from the Labrador-Grenfell RHA marked the final transition of programs, services and staff from the four RHAs into the new Department. March 2014 marked the second year of front-line operations under the fully transitioned Department of Child, Youth and Family Services. During this process, work focused on reviewing programs and services as well as ensuring that policies and procedures were consistent across the four newly transitioned regions. Through operational planning, the focus area of recruiting and retaining a skilled workforce was identified to be addressed in 2010-14. This has been accomplished as outlined below.

**Recruiting and Retaining a Skilled Workforce**

In 2013-14, the transition process continued as the Department focused on continuing to implement the new organizational model. The organizational model ensures that resources and staffing are directed based on caseload data to those areas where the need is greatest. As fiscal and human resources are approved during the budget process, the Department assesses where best to place these additional resources using its detailed caseload information. Key elements of the new model include: more manageable caseloads,

additional frontline workers based on case counts, more frontline supervisors, and dedicated administrative and clerical supports.

Caseload management for frontline social workers is an important component of the new organizational model. All teams have, on average, one supervisor for each team of six social workers. This ratio ensures that all social workers have improved access to supervisory guidance and demonstrates that the Department is making necessary changes to fulfill the new organizational model. During the 2010-14 reporting period, 50 new permanent front-line positions were created to support and strengthen the foundation of the Department and to assist with caseload management.

In an effort to recruit new workers to this field of social work practice, the Department developed a matching process which enables social work students to be matched with experienced staff in regional offices. This matching process helps ensure that students gain relevant experiences in their placements and are supervised by those who model good professional practice and standards. As well, in 2013-14 members of the executive team and the former Minister hosted a session with the graduating class of Memorial University's School of Social Work to discuss the Department's programs and services and team structure approach in service delivery. These efforts aid in the recruitment of qualified, locally trained, social workers.

Another important recruitment intiative that was developed and implemented during the past fiscal year was a dedicated social work eligibility list. In collaboration with the Human Resources Secretariat, the Department developed a standardized interview process to identify new talent and used this process throughout the year to fill vacant positions as they came due. As a result of this collaborative approach, approximately 90 qualified social workers and 25 qualified clinical program supervisors were identified. During the 2013-14 fiscal year, approximately 40 vacant social work positions were filled on a more timely basis by using results from the eligibility list. This practice will continue in 2014-15 and another general eligibility list, as well as a list specific to the Labrador Region, will be developed and used to fill vacant positions.

**Specialized Workforce Initiatives for Labrador**

Early in the Department's creation, it was determined that a specialized service delivery model for Labrador would be required to address the unique needs of people in that region of the province. In 2013-14, the Department made significant steps to improve service delivery in Labrador. Specifically, an Aboriginal consultant, located in Happy Valley-Goose Bay, was hired and research began. The focus of this research is to determine best practices that may be implemented in Aboriginal Child Welfare. The Aboriginal consultant worked closely with the Assistant Deputy Minister for Service Delivery and Regional Operations, as well as the Regional Director, to collaborate with the Department's Aboriginal partners in the development of culturally relevant policy. The Department also partnered with the Nunatsiavut Government to develop its own recruitment strategies for foster parents in Inuit communities. Further, the Department commenced discussions with the Nunatsiavut Government to explore protocols for ensuring children involved in the adoption process remain registered beneficiaries following the finalization of an adoption.

*"Our government continues to make significant efforts to improve service delivery in Labrador, with a key focus on the community of Natuashish. It has been four months since the Department implemented the Community of Natuashish Service Enhancement Program. This new fly-in, fly-out approach is helping to provide more supports and greater consistency on the ground for children, youth and families of Natuashish."*

- Honourable Paul Davis, speaking in the House of Assembly, March 31, 2014

In 2013-14, the Department commenced its new Community of Natuashish Service Enhancement Program (CONSEP) in order to provide more supports and consistency on the ground for the children, youth and families of Natuashish. CONSEP, which has been implemented in addition to permanent staff already located in the community, is comprised of two separate fly-in, fly-out teams. Each team has one clinical supervisor and two social workers who go to the community of Natuashish for a two-week period on a rotational basis and work 12-hour shifts each day. Furthermore, an Enhanced Labrador Benefits Package was approved for Child, Youth and Family Services managers and social workers practicing in remote communities. These benefits will come into effect on April 1, 2014, and will help improve recruitment and retention efforts in our Labrador coastal communities.

To continue enhancement of service delivery, the Department is planning the implementation of a new computerized case management system, which will support the clinical practice of social workers and help ensure provincial standards can be monitored. A Request for Proposals (RFP) to develop the Integrated Service Management System (ISM) was awarded in 2013-14. Contract negotiations with the successful vendor and system design will continue in 2014-15.

## 2. Safety, Health and Well-Being

Over the past four years, the Department has commenced transforming its programs and services to better serve children, youth and families. New and revised legislation, as well as transforming programs and services, helps ensure that the safety and well-being of children and youth is paramount in daily operations.

Transformation occurred in four main areas, including: (1) legislative reviews, (2) continued implementation of *Caring For Our Future,* the 10-year child care strategy, (3) continued implementation of the continuum of care strategy, and (4) strengthened family resource programs.

### 1. Legislative Reviews

The new *Adoption Act, 2013* received Royal Assent in December 2013, and will be proclaimed during the 2014-15 fiscal year. Highlights of *Adoption Act, 2013* include:

- Expands the definition of relative to include parent, grandparent, sibling, aunt, uncle or first cousin of a birth parent or child by birth or adoption.
- Allows a person who has permanent custody of a child and has had custody of that child under a permanent or temporary court order for at least two years, to adopt in the same manner as a relative or step-parent.
- Removes the six-month residency requirement for prospective adoptive parents. However, the prospective adoptive parent will still be required to be a resident of the province and the child must have lived with them for at least six months before the adoption order is granted.
- Provides for adult adoption, which refers to the ability to adopt a person 19 years of age and older.
- Enhances post adoption services by improving search and reunion services.

A review of the *Child Care Services Act* also commenced during 2013-14 and included academic research, jurisdictional reviews and two public consultation processes. It is envisioned that work resulting from this review will come before the House of Assembly during the 2014-15 fiscal year.

**2. Continued Implementation of *Caring For Our Future***

*Caring For Our Future* is a 10-year child care strategy designed to create long term improvements in regulated child care services by implementing measures to address three key pillars: quality, sufficiency and affordability. Budget 2013-14 allocated $31.1 million for child care in Newfoundland and Labrador. Increasing the quality of child care services and the number of affordable spaces in regulated child care settings, enhances positive early childhood outcomes for children. Improved early childhood learning outcomes is one of the strategic direction focus areas that the Department has addressed in its operational plan.

Quality

Child care initiatives provided in 2013-14 to improve and support the quality of services included:

- In 2013-14, the Department held a series of public consultations to receive input and guidance as part of the development of new child care legislation and regulations. Input received will be used in the development of the regulatory framework for the quality and safety of child care services in this province.

- The Early Learning and Child Care (ELCC) Supplement provides a direct benefit to early childhood educators (ECE's) working in child care centres who meet program eligibility requirements. Effective April 1, 2013, eligible ECE's received an annual increase of $3,330 to the ELCC supplement for a total supplement of $6,660 and eligible operators received an annual increase of $3,340 for a maximum supplement of $10,000.

- The ECE bursary and ECE grant program provide support for child care workers interested in upgrading their ECE training.

- The introduction of new ECE post-secondary program standards, which resulted in a new one-year certificate program and a revised two-year diploma program at College of the North Atlantic.

- The Inclusion Supports Program which provides additional staff, funded spaces and resources to assist child care centres and family child care homes in accommodating all children in regular programming.

- In 2013-14, the Department engaged an external consultant (Deloitte) to review the service delivery model for monitoring, licensing and supporting regulated child care services as well as streamlining processes for licensees and program operators of child care services.

### Sufficiency

Sufficiency in regulated child care is supported through the provision of initiatives aimed at increasing the number of child care spaces. On March 31, 2014, there were approximately 7,700 regulated child care spaces in the province representing approximately 200 child care centres and 135 regulated family child care homes. This is a 25 per cent increase in child care spaces since 2010. Initiatives in 2013-14 which focused on enhancing sufficiency included:

- The Child Care Capacity Initiative provided start-up and operating grants to non-profit community-based organizations in underserviced areas. Seven new projects were funded in 2013-14 while funding for an additional six continued.

- The Family Child Care Initiative provided start-up grants and infant stimulus grants to family child care providers. In 2013-14, 31 new start-up grants were provided for family child care providers and 26 family child care providers received infant stimulus grants.

- A new community needs assessment tool was developed to determine demand for child care services with a focus on the labour market needs of communities. The Newfoundland and Labrador Statistics Agency, together with the Department, designed a mathematical model to measure access to and demand for child care services. The needs assessment tool will be used to help target development of new regulated child care spaces where demand is greatest.

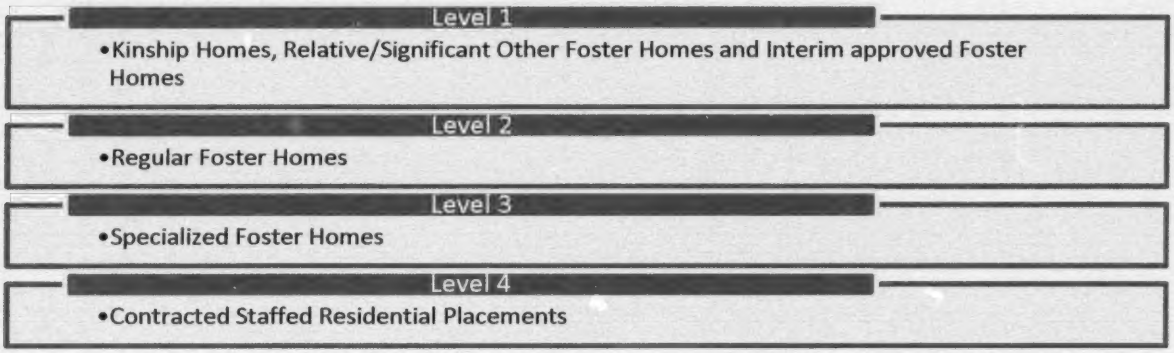
### Affordability

The affordability component of *Caring For Our Future* is supported through the Child Care Services Subsidy Program which assists eligible families with child care costs. In 2013-14, this program subsidized, on average, over 3,300 child care spaces with over $16 million in funding provided.

### 3. Continued Implementation of Continuum of Care

To support the *Children and Youth Care and Protection Act,* the Department continued the implementation of its continuum of care strategy for out-of-home placements. The goal of this strategy is to recruit and support out-of-home placements for the province's most vulnerable children and youth in need of out-of-home care.

The continuum of care strategy is a four-level foster care system which recognizes the skills and commitments required of foster parents and other types of service providers. The new level system consists of:




In 2013-14, significant activities within the strategy were implemented including: phase two of foster parent recruitment efforts (*Foster a Future* Campaign), a RFP for development of training for Level 3 specialized foster homes, and the awarding of contracts for the provision of Level 4 staffed residential placements.

#### Phase Two of Foster Parent Recruitment Campaign

The *Foster a Future...Foster a Child Today* provincial foster parent recruitment campaign, was launched in November 2012. This campaign encourages the people of Newfoundland and Labrador to open their homes to children and youth who need a safe and caring place to live. Phase two of the campaign was launched during the 2013-14 fiscal year and included print, television, radio, online, billboard and cinema advertisements. The success of the campaign is reflected in the reduced number of children and youth residing in Alternate Living Arrangements. In 2010, there were approximately 70 children in Alternate Living Arrangements. As of March 31, 2014; however, with children being matched to more suitable placements such as foster homes, this number has been reduced significantly to approximately 30. This is a decrease of over 55 per cent. As of March 31, 2014, the *Foster a Future* campaign resulted in the creation of 140 new foster home placements in approximately 90 new foster homes.

**RFP for Development and Delivery of Training for Level 3 Specialized Foster Homes**

Level 3 foster homes are approved foster homes with a stay-at-home foster parent who has specialized knowledge, skills and training to care for children and youth who have highly complex emotional, behavioral and/or medical needs. During 2013-14, a RFP to commence the development and delivery of a training program for Level 3 foster homes was issued and awarded. By the end of the fiscal year all modules for this specialized training were fully developed, staff trainers had received training and the first group of prospective Level 3 foster parents were identified for training.

**Contracts for Provision of Level 4 Staffed Residential Placements**

In March 2013, a RFP closed for the provision of staffed residential placements (Level 4). Level 4 placements include all types of staffed living arrangements which provide care to children and youth with the most complex needs. During 2013-14, negotiations occurred and contracts were awarded to four service providers: Care Givers Incorporated O/A Blue Sky Family Care, Key Assets Newfoundland and Labrador Incorporated, Waypoints Incorporated and Shalom Incorporated. At the end of the fiscal year, individual placement plans for children and youth being placed under Level 4 care were fully developed and the transition to new service providers commenced where required.

**4. Strengthened Family Resource Programs in Family Resource Centres (FRCs)**

Child, Youth and Family Services supports the development and operation of 30 FRCs in 158 communities across the province. Enhancing programming in FRCs is one of the strategic direction focus areas that the Department has addressed in its operational plan.

In 2013-14, the Department provided funding which enabled these centres to deliver family resource programming. The Department also developed linkages between child protection programs and services and family resource programs. This will help ensure that families-at-risk may also access programs in their community such as parenting programs, support groups, or supervised access assistance.

In addition, in order to enhance family resource programming in the community of Nain, the Nunatsiavut Government received additional funding to develop family resource programming that supports the early learning needs of children as well as parenting needs of that community while incorporating traditional knowledge and values.

## 4.0 Report on Performance

### Issue #1: Strengthening Service Delivery

2013-14 marked the final year of the Department's commitments outlined in its 2010-14 Strategic Plan, to review and strengthen all of its programs and services and the legislative, regulatory and policy frameworks under which they are delivered. Significant achievements during the 2010-14 reporting period towards both strategic directions of 1) enhanced child, youth and family services and 2) safety, health and well-being and their associated focus areas included: development and commencement of a new organizational structure; introduction of improved quality monitoring; development, announcement and implementation of *Caring For Our Future*, the 10-year child care strategy; and development and implementation of a new continuum of care strategy.

In addition, further improvements to the Department's legislative authorities were undertaken including proclamation of the *Children and Youth Care Protection Act* and Royal Assent of the *Adoption Act, 2013.* A review of the *Child Care Services Act* was also conducted during this planning cycle and it is envisioned that the results of this review will come before the House of Assembly during the next planning cycle.

**Goal:** By March 31, 2014, the Department of Child, Youth and Family Services will have strengthened the service delivery framework.

**Measure:** Legislation, policies and procedures have been implemented to strengthen services for children, youth and their families.

| Indicators | Achievements |
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| Redesigned organization model has been operationalized. | During 2010-14, the Department developed and commenced implementation of a new organizational model which aims to ensure frontline staff and managers have the required tools and supports to effectively deliver programs and services for children, youth and families.<br><br>The new organizational model is based on caseload data. The provincial goal is a 20 caseload ratio on average per social worker. As well, social workers have been realigned into dedicated team structures. For each team there are generally six social workers, one clinical program supervisor and dedicated clinical and administrative supports. |

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| | As of March 31, 2014, there were 57 teams located throughout the province. A review of caseload data showed that on a provincial basis, the ratio of cases to social workers is 1:22 (1:24 when vacancies are included). The Department will continue its progress as it works towards its long term caseload goal of 1:20. The Department closely monitors these ratios and continues to show positive progress towards full implementation of the model.<br><br>In addition to dedicated teams, more manageable caseloads and wrap-around supports, the Department's organizational model increased the number of positions with legislative responsibility for children and youth. During the planning cycle, 13 zone manager positions were created and hired replacing the five equivalent positions in the old organizational model.<br><br>New positions are allocated to those offices with the highest case counts. Quarterly measurement of position gaps and implementation of proactive measures, including recruitment through eligibility, will assist in meeting the approved ratio of 1:20.<br><br>During 2013-14, the Department conducted interviews to fill vacant social work positions and clinical program supervisor positions through eligibility list(s), allowing for a faster recruitment process. Approximately 90 qualified social workers and 25 qualified clinical program supervisors were identified through this process. During the 2013-14 fiscal year, approximately 40 vacant positions were filled using these eligibility lists.<br><br>Budget 2013 included an investment of over $314,000 to hire new frontline positions, bringing the total number of front line positions to more than 500. During the 2010-14 period, the Department created 50 new permanent front-line service positions as part of continued implementation of its new organizational model. |

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| Revised Child, Youth and Family Services and Adoption legislation in place. | ***CHILDREN AND YOUTH CARE AND PROTECTION ACT***<br>The *Children and Youth Care and Protection Act* received Royal Assent on June 24, 2010 and was proclaimed on June 30, 2011.<br><br>This new legislation replaced the *Child, Youth and Family Services Act, 2000* and marked an important step toward improving the child protection and In Care system. This legislation ensures child protection social work is based on a solid legislative foundation with a clear mandate focused on the best interests of children and youth.<br><br>Other highlights of the *Act* include:<br>• Extending the ability of children in continuous custody of the province to remain in custody until the age of 18, rather than requiring them to leave custody at age 16 and sign a Youth Services Agreement in order to avail of services.<br>• Extending the potential timeframe of a Youth Services Agreement from age 18 until age 19 for those completing high school.<br>• Adding risk of emotional harm and risk of violence as new grounds for Child, Youth and Family Services social workers to provide protective intervention services.<br><br>To support the new *Children and Youth Care and Protection Act*, more than 100 new policies and procedures were developed and implemented during the planning cycle.<br><br>As part of the implementation of the new *Act*, information sessions for staff were held in June 2011. Similar sessions with key stakeholders were held throughout 2011-12.<br><br>***ADOPTION ACT, 2013***<br>A new *Adoption Act, 2013* was introduced into the House of Assembly and received Royal Assent in December 2013. The new *Adoption Act, 2013* and associated regulations is scheduled to be proclaimed on June 30, 2014.<br><br>A review of the *Adoption Act, 2013*, regulations and policies |

began in 2012-13 and was completed during 2013-14. This included researching best practices in adoptions across Canada and internationally, performing jurisdictional reviews and completing a full analysis of findings to assist in developing recommendations for the new legislation.

On April 15, 2013, the Department commenced a consultation process to seek input from interested persons and stakeholders on proposed legislative and policy amendments. A discussion guide was posted on the Department's website and available at Child, Youth and Family Services offices throughout the province. The guide provided an overview of the adoption process, the types of adoptions available in this province, and a series of questions intended to guide requested written submissions. Departmental officials were available, upon request, to those interested in meeting to discuss adoptions in this province. Information gathered through the consultation process helped inform the *Adoption Act, 2013*.

Highlights of *Adoption Act, 2013* include:

- Expands the definition of relative to include parent, grandparent, sibling, aunt, uncle or first cousin of a birth parent or child by birth or adoption.
- Allows a person who has permanent custody of a child and has had custody of that child under a permanent or temporary court order for at least two years, to adopt in the same manner as a relative or step-parent.
- Removes the six-month residency requirement for prospective adoptive parents. However, the prospective adoptive parent will still be required to be a resident of the province and the child must have lived with them for at least six months before the adoption order is granted.
- Provides for adult adoption, which refers to the ability to adopt a person 19 years of age and older.
- Enhances post-adoption services by improving search and reunion services.

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| New electronic case management and data collection system implemented. | To continue enhancement of service delivery, CYFS is developing and will implement a new system to support clinical practice of social workers and help ensure that provincial standards are monitored.<br><br>The need for a new information system was identified in multiple reviews and reports when Child, Youth and Family Services was formed. Planning, review of options and preparation work related to the system and securing a vendor to build, has been progressing since that time in partnership with the OCIO.<br><br>BUSINESS REQUIREMENTS<br>During the planning cycle, consultation with all regions and detailed analysis occurred to determine the necessary business requirements for the new case management system.<br><br>Initial business requirements for the system were developed during the 2010-11 period with some 540 high level requirements documented based on extensive consultations with Child, Youth and Family Services resources including over 30 focus groups with 110 staff.<br><br>Following the identification of business requirements, thorough reviews were conducted to determine if the requirements could be achieved by implementing a Siebel software solution. This involved extensive analysis on both the case management and financial integration requirements to government's Oracle financial information system. A RFP for the development of a new system with Siebel software was released in October 2011. Based on the proposals received at that time, the Department of Child, Youth and Family Services and OCIO determined the project could not be delivered within the approved budget and level of requirements.<br><br>The Department of Child, Youth and Family Services and the OCIO commenced a process to revisit the business requirements and complete a subsequent review to examine solutions offered/implemented in other jurisdictions and completed a thorough fit-gap analysis with the existing Client |

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| | Referral Management System. Based on that analysis and research, it was determined that a new system remained the best option. The business requirements were further refined during 2011-12 to focus on core functionality and clarified so as to reduce any vendor uncertainty around the work required in an effort to make the project more cost effective.<br><br>**RFP PROCESS**<br>As stated previously, an initial RFP for a new case management system was issued in October 2011; however, the Department in consultation with the OCIO commenced a process to refine the business requirements. This review was conducted in an effort to make the new requirements more cost effective, leading to a revised implementation schedule.<br><br>A further fit-gap analysis of these requirements with the existing Client Referral Management System (CRMS) was completed during 2012-13.<br><br>A revised RFP was issued in November 2012 with vendors providing on-site demos during the summer of 2013. Based on a detailed review of all submissions during the RFP process, a vendor was selected and a contract will be awarded in fiscal year 2014-15. Contract negotiations commenced with the successful vendor during 2013-14 and system design is scheduled to start in early 2014-15.<br><br>Concurrent with contract negotiation, ongoing project work included: the documentation of business processes in preparation for system design; inter-Departmental consultations to ensure the new system aligns with Government financial processes and legislation; and development of a plan for data clean-up prior to implementation. |
| Quality monitoring in key areas operational. | The Quality Assurance Division became operational in 2011-12 and developed a quality assurance framework as well as an initial series of performance indicators for each program area. This work was fundamental to the new organizational model, which established resource requirements based on caseload measures for each regional office. |

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| | The organizational structure for the new Department provided for a new Quality Assurance Division comprised of a director, program and policy development specialist, five clinical audit positions, a policy, planning and research analyst (statistician), and a clerical resource. These employees are guided by a quality framework and lead the implementation of evaluation and monitoring systems in accordance with Child, Youth and Family Services programs, services, and legislation.<br><br>Quality reporting began in the Western and Central East Regions during the 2011-12 fiscal year. In 2012-13, quality indicator tracking was implemented in the Labrador Region. The Metro Region began tracking quality indicators in early 2013-14.<br><br>During the 2013-14 fiscal year, the Department measured performance against predetermined quality indicators and held regular discussions within the regions on performance measurement.<br><br>In addition, the Quality Assurance Division worked with all regions to commence a file review process. As part of regular monthly practice, each supervisor is required to perform an audit on one to two files per team member per month. The purpose of the file review is to highlight areas where performance is meeting or exceeding standards and to discuss areas for improvement. This audit practice provides supervisors with the opportunity to give direct feedback to social workers on their clinical decision-making. |
| Partnerships in place to support programs and services. | Child, Youth and Family Services and the four RHAs continue to collaborate and operate under the MOUs which were developed as part of the transition of programs and services from the four RHAs to the new Department. Meetings and dialogue occur to ensure items addressed as part of the MOUs are carried out as originally intended. Information sharing continues between the RHAs and Child, Youth and Family Services relating to client services and programs. |

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| | On January 28, 2011, the Department of Child, Youth and Family Services and College of the North Atlantic announced that a new Training Unit would be based at the college's Bay St. George Campus. This unit developed a dedicated program for professional training for all Child, Youth and Family Services social work staff. Training can be delivered from any of the college's campuses across the province. Over the past three fiscal years, approximately 90 training sessions were offered with approximately 500 staff receiving training.<br><br>The Department also partners with Memorial University to employ Bachelor and Master of Social Work Students in work term placements as part of their educational requirements. During 2013-14, the Department provided student placements to approximately 60 social work students. This work is part of the Department's commitment to long-term recruitment of qualified staff.<br><br>In 2013-14, Memorial University and Child, Youth and Family Services jointly developed and commenced implementation of an enhanced supervisor training program, with a focus on improved case management.<br><br>In 2011-12, the Department collaborated with the Newfoundland and Labrador Statistics Agency to develop and administer a foster families survey. One of the key purposes of the survey was to identify areas of the foster care program that were working well and to highlight areas where improvements were required. The information collected as part of the survey helped to inform the development of the continuum of care strategy.<br><br>On November 21, 2013, an Information Sharing Agreement was approved and signed by five government Departments (Justice, Education, Health and Community Services, Advanced Education and Skills, and Child, Youth and Family Services) with the purpose of enhancing information sharing for protection of children from maltreatment.<br><br>The Department is in the process of updating the current MOU with policing services to improve information sharing and to outline protocols for investigations of child abuse. |

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| | Separate MOUs are being developed with the RNC and RCMP. This formal review is underway with regular meetings occurring between all parties. A final MOU is expected in 2014-15.<br><br>Child, Youth and Family Services also entered into contracts with NLHC for housing units to support the residential needs of children, youth and families. Child, Youth and Family Services pays a monthly rental amount to NLHC which covers the cost of rent, utilities and maintenance for these units.<br><br>In keeping with formal MOUs, regular Aboriginal Planning Circle meetings were held during the 2013-14 fiscal year. Meetings occurred in May 2013, July 2013, October 2013 and January 2014. These meetings occurred with membership of the Mushuau Innu First Nation, the Sheshatshiu Innu First Nation and the Nunatsiavut Government. Topics of discussion included: permanency planning for children In Care; transitioning the Nain Family Resource Centre to the Nunatsiavut Government; foster parent information sessions, recruitment and training; identification of staffed residential placement needs; and recruitment of social workers in isolated communities.<br><br>The Department works with numerous other partners including: Statutory Offices, Community Stakeholders, Government of Canada and participates in various Provincial interdepartmental partnerships. Please refer to Section 2.0 for an overview of these stakeholder relationships. |
| Outcome measures in place in selected program areas. | During 2012-13 and 2013-14, Child, Youth and Family Services developed and completed several evaluations and/or evaluation related activities. These included:<br>• Developing an accountability framework for the Supporting Youth With Transitions pilot in 2013-14 that commits to regular performance monitoring of the pilot in order to determine whether or not the program is working as intended and whether changes to the program are needed;<br>• Developing an accountability framework for *Caring* |

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| | *For Our Future* (the 10-year child care strategy). This accountability framework commits to regular performance monitoring with evaluations scheduled in years five (2017-18) and 10 (2021-22) of the strategy.<br><br>Outcome measures are program specific and developed, tracked and monitored either (a) before the program is introduced or (b) once it has been identified for evaluation. |

As shown in the indicators previously, the Department has strengthened its service delivery framework over the course of the 2010-14 planning cycle, with continued work anticipated to further improve service delivery. As noted in the following table, the Department's 2013-14 activities advanced the progress previously achieved.

**Objective for 2014:** By March 31, 2014, the Department of Child, Youth and Family Services will have implemented the legislation changes and system redesign necessary to strengthen service delivery.

**Measure for 2014:** Implemented legislation and necessary system redesign initiatives.

| Indicators | Achievements |
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| Further progressed amendments to the *Child Care Services Act*. | A Review of the *Child Care Services Act* was carried out in 2013-14, including academic research, jurisdictional reviews and two public consultation processes.<br><br>In June 2013, the first public consultation process was conducted. This process consisted of five regional stakeholder focus group sessions (Happy Valley-Goose Bay, Corner Brook, Grand Falls-Windsor, and two in St. John's), as well as call for written submissions and an interdepartmental focus group. A discussion guide was also made available on the Department's website.<br><br>An interdepartmental focus group which included participants from the Departments of Advanced Education and Skills, Education, Health and Community Services, as |

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| | well as the Labrador and Aboriginal Affairs Office was also established to gather input on possible legislative changes required to enhance child care services. The Women's Policy Office was consulted separately and their recommendations were considered in the review.<br><br>In January and February 2014, further consultations were conducted and consisted of five additional regional focus group sessions in Corner Brook, Gander, Happy Valley-Goose Bay and two in St. John's (one session with parents and one session with child care sector representatives). The purpose of these consultations was to assess the legislative changes put forward as part of the initial set of consultations and to engage parents directly.<br><br>Based upon the review, the *Child Care Services Act* and regulations have been revised and a bill is anticipated to be introduced in the House of Assembly during 2014-15. |
| Further progressed amendments to the *Adoption Act.* | During 2013-14, the Department brought forward new adoption legislation and regulations for approval. The new legislation received Royal Assent in December 2013. Significant enhancements and new provisions are contained in the *Act* which will help streamline the adoption process and enhance post adoption services. The new *Act* will be proclaimed on June 30, 2014. A policy and procedures manual will be developed and staff will be trained prior to proclamation.<br><br>Highlights of *Adoption Act, 2013* include:<br>• Expands the definition of relative to include parent, grandparent, sibling, aunt, uncle or first cousin of a birth parent or child by birth or adoption.<br>• Allows a person who has permanent custody of a child and has had custody of that child under a permanent or temporary court order for at least two years, to adopt in the same manner as a relative or step-parent.<br>• Removes the six-month residency requirement for prospective adoptive parents. However, the prospective adoptive parent will still be required to |

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| | be a resident of the province and the child must have lived with them for at least six months before the adoption order is granted.<br>• Provides for adult adoption, which refers to the ability to adopt a person 19 years of age and older.<br>• Enhances post adoption services by improving search and reunion services. |
| Further implemented the 10-year child care strategy. | New initiatives commenced in 2013-14, including:<br>• A new community needs assessment tool was developed to determine demand for child care services with a focus on the labour market needs of communities. It is anticipated that this new tool will be launched during the 2014-15 fiscal year.<br>• During the last fiscal year, the Department in consultation with the OCIO developed a new electronic Child Care Registry. All data on existing centres was uploaded to the test site and the Department commenced a process of validating centres' information before the registry can be made available for public use. It is envisioned that the new registry will be officially launched during the 2014-15 fiscal year.<br>• In December 2013, Child, Youth and Family Services established a steering committee to review its Child Care Service delivery model (organizational model). A RFP was issued and a contract awarded to assist in conducting the review. Options for a new service delivery model were developed and work continues in an effort to determine which approach would best meet the Department's current and future service delivery needs.<br>• During the 2013-14 fiscal year, work commenced on a review of the Inclusion Program. Analysis continues on how best to offer inclusion supports. |
| Further implemented the continuum of care strategy. | To support the *Children and Youth Care and Protection Act*, the Department continued implementation of its continuum of care strategy for out-of-home placements. The goal of this strategy is to recruit and support a variety of placement options for children and youth in need of out of home placement. |

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| | In 2013-14, significant activities of the strategy were implemented, including: new policies developed for Level 1 and 2 foster homes; a RFP was awarded for specialized training for Level 3 foster homes; and a RFP was issued and contracts negotiated for Level 4 staffed residential placements.<br><br>**LEVEL 1 and 2**<br>New policies to support Level 1 and 2 were released in October 2013. Provincial in-service training was provided to all management and frontline staff prior to the release of these new policies in September 2013.<br><br>Phase 2 of the Foster a Future multi-media campaign commenced September 2013. This phase of the campaign included television, online, print, cinema, billboard and radio ads. Additional advertising occurred in Labrador in order to help increase the number of inquiries in that area of the province. The Newfoundland and Labrador Foster Families Association continued to use the Foster a Future radio ads for its advertising on VOCM. Brochures and posters were also distributed province-wide in 2013-14.<br><br>In partnership with the Department of Child, Youth and Family Services, the Nunatsiavut Government developed a specific campaign for foster home recruitment in Inuit communities. The Nunatsiavut Government, in partnership with Child, Youth and Family Services, also travelled to Inuit communities to promote interest in fostering.<br><br>During 2013-14, Parent Resources for Information, Development and Education (PRIDE) training was coordinated regionally so that potential foster parents could complete this required training program on a more timely basis. This coordinated approach assisted the Department in approving foster homes in a more efficient manner.<br><br>Block funding for foster parents was introduced in January 2013. Foster parents who opted for block funding received a monthly lump sum payment which included funding to cover the cost of transportation, social and recreational costs for |

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| | the child(ren) and youth in care and the cost of weekend respite per month. Block funding allows foster parents to budget for normal expenditures and receive money up front rather than having to seek approval and reimbursement for each expense after the fact. Block funding was fully implemented in 2013-14 and uptake was at 90 per cent across the province.<br><br>**LEVEL 3**<br>A RFP for Specialized Foster Homes (Level 3) Training was awarded in September 2013 to Flow Consulting. Level 3 training focuses on providing the skill set to foster parents to deal with the most complex behaviours of children and youth in care, including: fetal alcohol syndrome, sexualized behaviours, conduct disorder, bipolar disorder, autism spectrum disorder, etc.<br><br>During 2013-14, all training for Level 3 was developed including two core programs with eight distinct units per module. In addition, a Train-the-Trainer module was developed and four provincial office staff were trained to commence delivery of Level 3 training across the province.<br><br>During 2013-14, a number of potential Level 3 foster homes were identified and assessed and a training plan and schedule was developed.<br><br>Policies to support Level 3 and 4 placements were identified and drafted during 2013-14. Information sessions will be held with regional staff and service providers prior to these policies being released.<br><br>**LEVEL 4**<br>Service Agreements for Level 4 residential placement services were negotiated and signed in fiscal year 2013-14 with the following service providers: Care Givers Incorporated O/A Blue Sky Family Care, Key Assets Newfoundland and Labrador Incorporated, Waypoints Incorporated, and Shalom Incorporated. As a result of these agreements, a total of 101 placements have been secured for children and youth. |

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| | As a result of these concerted efforts, placement resources available for all levels within the continuum of care were increased during the past fiscal year. |
| Piloted the Supporting Youth With Transitions Program. | In Budget 2013-14, over $400,000 was committed to expand the Supporting Youth With Transitions program. Supporting Youth With Transitions was originally piloted by Central Health in 2008 and focused on providing shelter and supports to youth in the Central Region only.<br><br>During the past fiscal year, the Department revamped the program and expanded services to all regions of the province. Life skills coordinators, located throughout the province, worked directly with youth to identify and address their life skills needs, focusing on areas such as daily living and self-care, relationships and communication, housing and financial management, and career and education planning.<br><br>Activities completed during 2013-14 included:<br>• Child, Youth and Family Services recruited five life skills coordinators to deliver the new Life Skills Program. These positions were located in Happy Valley–Goose Bay, Stephenville, Gander, Clarenville, and Whitbourne.<br>• During fall 2013, a new service agreement was developed and signed with Choices for Youth to carry out similar services in the Metro Region. As part of this agreement, seven Choices for Youth staff delivered the Life Skills Program in the Metro Region.<br>• Program and policy development for the Life Skills Program was completed during summer 2013 and the program was implemented October 1, 2013.<br>• Life skills coordinators were provided with orientation and training in September 2013 which included a discussion on the vision and requirements of the new program; policies and procedures relating to the pilot; training in the use of the Casey assessment tool; an explanation of the role for social worker staff and life skills |

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| | coordinators; statistical reporting and other related forms; and a session on youth engagement co-facilitated by Child, Youth and Family Services and Choices for Youth staff.<br><br>The Department is developing further training in partnership with Choices for Youth and additional sessions will be held in spring/summer 2014-15. |
| Reviewed Intervention Services Program. | To continue with rebuilding of the child protection system in Newfoundland and Labrador, the Department committed to review supports and services provided to children, youth and families who are involved with its Protective Intervention Program to determine core home intervention services that would be provided by the Department, in order to mitigate risk factors to children.<br><br>Core home intervention services focus on such things as parent skills training, child behavior management, crisis response services and support to care providers. Policy and program development research was completed in 2013-14 to support this work.<br><br>A jurisdictional review was completed in 2013-14 which included Nova Scotia, New Brunswick, Alberta, Saskatchewan and Ontario. These findings concluded that these provinces are responding to similar risk factors.<br><br>A literature review to examine best practices in the area of supports and service provision in the area of child protection was also completed in 2013-14.<br><br>During summer 2013, a further review of existing family services provided by the Department was conducted through the Client Pay System for fiscal year 2012-13 to identify the most commonly provided services and mode of service delivery. Those identified included: transportation, respite, child care, uninsured medical services, counseling and miscellaneous costs such as food, baby supplies and drug testing.<br><br>Focus groups were held in 2013-14 with frontline staff to discuss the findings of the jurisdictional and literature |

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| | reviews as well as commonly provided services as indicated by the 2012-13 Client Pay System review.<br><br>Another functional review of the Intervention Services Program was conducted in 2013-14 to identify services specifically provided by Child, Youth and Family Services behavior management specialists.<br>• This review was completed in consultation with the executive team, senior management, and regional staff in Protective Intervention through an environmental scan of current casework, a jurisdictional and best practices review and consultation with frontline staff.<br>• Recommendations were approved to move forward in the focus areas of behavior management, crisis management, a Parent Skills Training model and a parenting group.<br>• As a result of this work, priority areas were established, including: program and policy development, development of position descriptions to reflect these focus areas, and establishment of an interim plan to work towards development of curriculum to be used for training Intervention Services staff. |

In 2010, the newly formed Department of Child, Youth and Family Services set out to facilitate change and improvements to program and service delivery, in particular, to revitalize the child protection system. By replacing the *Child, Youth and Family Services Act* (2000) with the new *Children and Youth Care and Protection Act,* the Department ensures the best interests of the child/youth is at the centre of all decisions made by staff affecting children and youth at risk of maltreatment. To support the *Children and Youth Care and Protection Act*, the Department established the continuum of care strategy for out-of-home placements. The goal of this strategy is to recruit and support out-of-home placements for the province's most vulnerable children and youth in need of out-of-home care. The Department expanded the *Supporting Youth With Transitions* program to assist youth services clients in developing life skills and provide career and education planning. Finally, the new organizational model together with the establishment of a Quality Assurance Division, and the implementation of outcome measures helps ensure Departmental programming is accountable to the clients receiving services. The implementation of a new

electronic case management system, once completed, will facilitate the input of client information and collection of data to help support all Child, Youth and Family Services' programs.

Renewed policy and legislation and strong partnerships to support programs and services are critical to advancing the mandate of the Department. The review and strengthening of adoption legislation ensures that significant enhancements and new provisions contained in the *Adoption Act, 2013* will help streamline the adoption process and enhance post adoption services. Furthermore, the review of the *Child Care Services Act* together with the ongoing implementation of *Caring For Our Future* made significant strides toward enhancing the quality, sufficiency and affordability of child care for families in the province. Finally, maintaining mutually supportive relationships with government and community partners will ensure that Child, Youth and Family Services continues to meet its mandate of protecting children and youth from maltreatment from their parents while supporting their well-being and healthy development in families and communities.

As noted, these activities have led to a stronger service delivery approach as envisioned during the creation of the Department, and identified in the 2010-14 Strategic Plan.

## Issue #2: Creation of a New Department

During 2010-14, the Department of Child, Youth and Family Services successfully transitioned employees from the four RHAs and the Department of Health and Community Services into the new Department. The Department continued its commitment to the recruitment of front line staff to support the organizational model of the 1:20 provincial average caseload ratio to strengthen service delivery and also made significant progress strengthening Departmental resources and bringing consistency across the newly transitioned regions. These actions and accomplishments supported the strategic direction of enhancing child, youth and family services and its associated focus areas.

**Goal:** By March 31, 2014, the Department of Child, Youth and Family Services will have completed the transition from the Department of Health and Community Services and four RHAs to a fully operational Department with a shared culture of excellence and a common identity.

**Measure:** Completed the transition to a new Department with a shared culture and identity.

| Indicators | Achievements |
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| Employees transferred under the authority of a single Department. | In 2010-11, the Department developed a framework for the transition of employees, budgets, assets and services from RHAs.<br><br>Over the span of one year (March 2011-March 2012), the Department successfully transitioned child, youth and family services staff from each of the four RHAs and Department of Health and Community Services to the new Department. The transition occurred as follows: Western Region in March 2011, Central Region in July 2011, Eastern in October and November 2011 and Labrador in March 2012. |
| Budget is clearly defined and allocated within the new Department. | As each region transitioned to the new Department, corporate employees finalized the budget to be transferred from each RHA to the new Department. All necessary budget transfers were completed and recorded in Government's Estimates document.<br><br>During 2012-13, the Department implemented a significant budget review and monitoring process for all divisions and regions. This was further refined in 2013-14. |
| All assets associated with the program areas under the mandate of the Department have been identified and transferred. | In 2010, a schedule of assets was identified with each RHA. These assets were confirmed as part of the transition MOU's with each RHA. Assets were transferred at the time programs, services and staff transitioned from each RHA.<br><br>During each successive transition, the Office of the Chief Information Officer worked in collaboration with the Department on detailed plans deploying information technology infrastructure where required. As well, all applicable files and records were transferred to the Department by 2012-13. |
| Required Memoranda of Understanding are in place for shared resources with Regional Health Authorities and to address labour relations issues. | During 2010-11, the Department developed a framework for negotiating transitional agreements between the Newfoundland and Labrador Association of Public and Private Employees (NAPE), and the Provincial Government. A second agreement between the Canadian Union of Public |

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| | Employees (CUPE) and the province was also developed for the Western regional staff.<br><br>The CUPE MOU was finalized in September 2011 and NAPE's MOU was finalized in July 2012.<br><br>As each RHA transitioned programs and services to the Department, MOUs with each RHA included this Transition Framework Agreement. Prior to transition, MOU's with each RHA were signed.<br><br>The Framework Agreement and MOUs with each RHA were signed prior to the actual transition of staff and programs. |
| Processes are established to create a shared culture and identity. | During fiscal year 2010-11, the Department gave numerous presentations regionally involving all Child, Youth and Family Services' staff to consult them on development of the new organizational structure. The Department also held workshops with key corporate and program staff within the RHAs to assess how the structure could apply within each region.<br><br>During 2011-12, orientation sessions were held with staff from the Western, Central East and Metro Regions. Orientation for Labrador was held in 2012-13. The purpose of these orientation sessions was to share the Department's vision, reiterate the new Department's mandate and to explain key goals and objectives of the new Department. These orientation sessions also allowed an opportunity to discuss shared culture, expectations and a plan moving forward.<br><br>In 2011-12, the Department engaged an external communications firm to assist in developing a common visual identity. This identity is used in all documents and presentations.<br><br>In 2012-13, a standardized process for forms, standards for file documentation and a file transfer policy were developed. As well, an inquiries protocol for responding to, and tracking all, inquiries was developed. These processes and policies provided consistency on a provincial basis. |

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| | A common employee performance management process was developed during 2012-13. During 2013-14, the Provincial Performance Management System was rolled out to front line social work staff. Further implementation will occur in 2014-15 as this will mark the first fiscal year where all front line staff will use a common formalized performance reporting process. The performance management process provides an opportunity to assist staff in understanding the requirements and accountabilities for their position enables a formal structure to obtain regular feedback on performance and enables staff to identify their learning goals.<br><br>In 2013-14, the Department of Child, Youth and Family Services established a structured meeting approach to improve case management and enhance service delivery in all regions. The Department requires all regions to follow the formalized structured meeting approach.<br><br>The Department developed and implemented its own provincial intranet site. All common messages from the Minister, Deputy Minister and senior staff are posted on the Intranet site which is used as one of the main communications tools for the Department. In addition to important messages from Executive, the Intranet offers a common site for important tools for staff to find materials such as policies, forms, protocols, teachable moments, etc.<br><br>In 2013, a RFP was developed with system specifications for a new computerized case management system, which will support the clinical practice of social workers and help ensure provincial standards can be monitored. The RFP for the ISM System was awarded in fiscal year 2013-14 and contract negotiations with the successful vendor will continue in 2014-15. |

As shown in the indicators previously, the Department has completed the transition to a fully operational Department by 2013-14. The Department's 2013-14 activities furthered the progress previously achieved to create a shared culture of excellence.

**Objective for 2014:** By March 31, 2014, the Department of Child, Youth and Family Services will have finalized development of the new Department and commenced an evaluation of the performance of the new organizational structure.

**Measure for 2014:** Finalized structure of new Department and commenced performance evaluation of the new organizational structure.

| Indicators | Achievements |
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| Reassessed and reviewed caseload measurement for the new organizational model. | A caseload/organizational model analysis is carried out quarterly by the Human Resource Secretariat and Quality Assurance Division. This analysis provides organizational data to the Executive to assist in the position approval and allocation process. Weekly meetings are held to approve new and review approved positions together with caseload data. |
| Implemented enhanced supervision training program. | In 2012-13, the Department partnered with Memorial University to develop and commence implementation of enhanced supervisory training and skill development in all regions. This project focused on the development of skills in group supervision/team management and individual supervision/caseload management.<br><br>The supervision training program with Memorial University is being implemented in two distinct phases. Phase I focused on Supervision while Phase II will focus on Complex Case Management. Due to the in-depth analysis and training that would be required with all supervisors in all regions of the province the Department, in consultation with MUN, decided that implementing the enhanced training program in two distinct phases was warranted and that completing both phases in the 2013-14 fiscal year would not be possible. It was important that all supervisors fully understood the requirements of the enhanced clinical supervision component of the program prior to addressing complex case management. |

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| | Phase 1:<br>During the 2013-14 fiscal year, Phase 1 of the supervision project was completely rolled out in Western, Central East and Metro Regions and a pre-planning session was held with Clinical Program Supervisors in the Labrador Region. As of March 31, 2014, 47 of 52 supervisors received this supervisory training.<br><br>Phase 2:<br>Phase 2 of this project will focus on complex case management and is scheduled to commence in 2014-15. |
| Implemented on-call pilot project. | In 2013-14, further baseline data was collected, by region, on the number and types of after hour calls processed and a jurisdictional review of on call practices was conducted to inform the development of options for a provincial on-call project.<br><br>Based on this data, options are currently being developed for a provincial on-call model which reflects regional variations but provides consistency in service.<br><br>Due to the additional analysis required to develop options, implementation of the on-call pilot project has been delayed. |
| Develop new approach for risk decision-making for protective intervention. | During 2013-14, the Department of Child, Youth and Family Services entered into a multi-year contract with the National Research Centre (NRC) to develop a Structured Decision-Making (SDM) model for protective intervention. SDM will modernize the approach to child protection decision-making and provide staff with the most up-to-date and efficient tools available to support their professional judgment.<br><br>During 2013-14 a project plan was developed to identify timelines and work associated to complete this project. The project plan spans 24 months.<br><br>In 2013-14, a project team was hired to lead the development and implementation of the model. |

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| Initiated internal communication strategy to engage regions. | In 2013-14, the Department established a structured meeting approach to improve case management and enhance service delivery in all regions.<br><br>Regular meetings occur on complex cases including representation from the regional directors, zone managers, clinical program supervisors and social workers involved with these cases or similar complex cases. Case conferencing also occurs with the police, medical and health professionals, justice officials and other experts, as required.<br><br>In 2013-14, the Department continued with its provincial intranet site. All common messages from the Minister, Deputy Minister and senior staff were posted on the intranet site. The intranet offers a common site for important tools for staff to find materials such as departmental policies, forms, protocols, teachable moments, etc.<br><br>During the past fiscal year, LYNC, a video conferencing technology, was rolled out in all regional offices. With this technology, Child, Youth and Family Services staff have the convenience of sitting at their workstations to have face-to-face conversations and meetings with other staff and partners versus having to travel to all meetings. This technology has allowed staff to connect regularly with each other thereby providing more opportunities to build better relationships between staff.<br><br>In addition, the Deputy Minister issues regular messages to staff on key initiatives as they are released or significant progress is achieved.<br><br>The Deputy Minister has also implemented a *Teachable Moments* section on the Department's intranet. This section is meant to provide information to front line staff on key areas of practice or departmental priorities for all staff. During the 2013-14 fiscal year, the Deputy Minister issued seven formal DM messages as well as nine *Teachable Moments*.<br><br>In September 2013, the Department launched its inaugural |

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| | addition of *In the Zone*, its official newsletter. Other editions of *In the Zone* were issued in December 2013 and March 2014. These newsletters are available on the Departments intranet.<br><br>The Deputy Minister, together with other executive members within the Department, held quarterly team building initiatives. For example:<br>• In September 2013, the Deputy Minister hosted a senior management two day session with Assistant Deputy Ministers, Regional Directors and all Zone Managers. This meeting was held in the Central East Region of the province. This meeting included a variety of work and team building exercises.<br>• The Deputy Minister held three senior management meetings with provincial office and Regional Directors. The focus of these meetings was to acknowledge the progress made on key departmental initiatives and to build momentum for new priorities and initiatives. |

The Department made considerable progress towards the objectives it set out to meet in 2013-14. All Child, Youth and Family Services staff now report under the same departmental structure, and internal processes have been streamlined to include consistent approaches to staff development, training and communication. Further, as of March 31, 2014, the Department of Child, Youth and Family Services had addressed the strategic issues of strengthening service delivery and creating a new Department as identified in its 2010-14 Strategic Plan.

While the Department achieved much success in terms of meeting the two goals set out in its 2010-14 Strategic Plan, full implementation of some objectives for 2013-14 were delayed in implementation as identified previously. These initiatives continue to move forward and have not impeded the achievement of the overall goals set out in the 2010-14 Strategic Plan. Child, Youth and Family Services continues to balance innovative approaches for the development of programs while maintaining consistently high standards of service delivery.

## 5.0 Opportunities and Challenges for 2014-15

2013-14 marked the final year of meeting commitments undertaken during the first strategic planning cycle for the newly created Department of Child, Youth and Family Services. The Department has successfully transferred all programs, services and staff from the RHAs and is committed to continuing to address systemic issues in program and service delivery. Work will continue over the next planning cycle to further strengthen programs and services.

Since inception, the Department has been engaged in a transformation process, aimed at ensuring that programs and services are client-focused while adhering to quality standards and excellence in service delivery. Learning from the transformational experiences of the last four years presents an opportunity for continued growth and change.

The Department provides protective intervention services to one of society's most vulnerable populations – its children. The family and social environments found across Newfoundland and Labrador are constantly changing and increasing in complexity due to increased addictions, mental health issues and violence. Child Protection practice in Newfoundland and Labrador includes working with clients from diverse backgrounds who may be experiencing these complex issues. Over the past four years, the Department has focused on providing staff with the required supports, tools and processes necessary to work with children, youth and their families. New child protection legislation and enhanced policies and procedures are examples of success in this area. Looking ahead, the Department will continue to work on innovative approaches to child protection practice to help staff more effectively identify and address the issues that impact children's safety and well-being.

Another challenge faced by the Department is the need to increase the number of adoption placements for children in care who are in need of permanent homes. As well, there is an increasing demand to support adults previously involved in adoptions (either as adopted children or birth parents) who wish to locate information about their birth families, and/or to reunite with them. The new *Adoption Act, 2013*, which will be proclaimed on June 30, 2014, provides an opportunity to develop new adoption policies and procedures that will help streamline the adoption process and enhance post adoption services such as reunification.

Child care provides essential support to parents participating in the workforce or pursuing training opportunities. As employment opportunities increase, so does the demand for child care. A strong system of regulated child care enables parents to participate in the labour market, thus supporting economic stability and growth. There are many opportunities within *Caring For Our Future* (the 10-year child care strategy) which provide a systematic approach

to the challenge of providing increased access to affordable, high quality child care services. During the next planning cycle, the Department will introduce child care legislation and policy to further strengthen best practices in regulated child care settings. Other opportunities include: the Child Care Capacity Initiative, which provides start-up and/or operating grants to not-for-profit community-based organizations in underserviced areas; and the Family Child Care Initiative which provides start-up grants and infant stimulus grants to regulated family child care providers. As well, a newly developed community needs assessment tool will help determine demand for child care services with a focus on the labour market needs of communities. This tool will be used to help identify areas of the province that have a need for new regulated child care spaces. Greater support for labour force participation and strengthening the regulated early learning and child care system are also objectives of the *Poverty Reduction Strategy*, of which the Department of Child, Youth and Family Services is a collaborative partner.

One of the greatest opportunities realized over the last planning cycle was the transition of all child, youth and family services' programs and staff to one Department. With all services now delivered by one organization, this helps ensure consistency and quality of program service delivery across the province, in all lines of business. As one Department, approaches to risk assessment and management, and support for children, youth and their families, can be standardized in accordance with best practices. During the next planning cycle, the Department will continue to build on the transformation it has already started to improve service delivery in all program areas across the province. Managing daily operations, while exploring and finding new ways of improving service delivery will be an ongoing challenge for the Department. Significant transition and transformation has occurred during this planning cycle, but much work remains before the system can be totally transformed.

# 6.0 Summary of Expenditures and Related Revenue

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND 1

**DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES**
**Statement of Expenditure and Related Revenue**
**FOR THE YEAR ENDED 31 MARCH 2014**

| | Actual | Estimates Amended | Estimates Original |
|---|---|---|---|
| | $ | $ | $ |
| **EXECUTIVE AND SUPPORT SERVICES** | | | |
| **MINISTER'S OFFICE** | | | |
| *CURRENT* | | | |
| **1.1.01. MINISTER'S OFFICE** | | | |
| 01. Salaries | **331,132** | 336,400 | 238,000 |
| 02. Employee Benefits | **-** | 5,000 | 5,000 |
| 03. Transportation and Communications | **13,867** | 50,000 | 50,000 |
| 04. Supplies | **375** | 10,000 | 10,000 |
| 06. Purchased Services | **235** | 6,700 | 6,700 |
| **Total: Minister's Office** | **345,609** | 408,100 | 309,700 |
| TOTAL: MINISTER'S OFFICE | **345,609** | 408,100 | 309,700 |
| **GENERAL ADMINISTRATION** | | | |
| *CURRENT* | | | |
| **1.2.01. EXECUTIVE SUPPORT** | | | |
| 01. Salaries | **1,033,120** | 1,102,200 | 1,090,900 |
| 02. Employee Benefits | **150** | 5,000 | 5,000 |
| 03. Transportation and Communications | **49,563** | 96,400 | 96,400 |
| 04. Supplies | **7,733** | 30,000 | 30,000 |
| 05. Professional Services | **345** | 15,000 | 15,000 |
| 06. Purchased Services | **6,830** | 20,000 | 20,000 |
| **Total: Executive Support** | **1,097,741** | 1,268,600 | 1,257,300 |
| **1.2.02. CORPORATE SERVICES** | | | |
| 01. Salaries | **2,242,059** | 3,438,600 | 3,619,100 |
| 02. Employee Benefits | **790** | 21,100 | 21,100 |
| 03. Transportation and Communications | **142,857** | 270,900 | 280,900 |
| 04. Supplies | **48,352** | 85,900 | 85,900 |
| 05. Professional Services | **67,086** | 71,300 | 31,300 |
| 06. Purchased Services | **82,524** | 254,600 | 259,600 |
| 07. Property, Furnishings and Equipment | **63,810** | 68,800 | 63,800 |
| | **2,647,478** | 4,211,200 | 4,361,700 |
| 02. Revenue - Provincial | **(143,202)** | - | - |
| **Total: Corporate Services** | **2,504,276** | 4,211,200 | 4,361,700 |

REPORT ON THE PROGRAM EXPENDITURES AND REVENUES OF THE CONSOLIDATED REVENUE FUND

## DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

| | Actual | Estimates Amended | Estimates Original |
|---|---|---|---|
| | $ | $ | $ |
| **EXECUTIVE AND SUPPORT SERVICES** | | | |
| **GENERAL ADMINISTRATION** | | | |
| *CURRENT* | | | |
| **1.2.03. PROGRAM DEVELOPMENT AND PLANNING** | | | |
| 01. Salaries | **1,796,403** | 2,260,100 | 2,279,400 |
| 02. Employee Benefits | **409** | 25,000 | 25,000 |
| 03. Transportation and Communications | **51,920** | 151,400 | 151,400 |
| 04. Supplies | **8,464** | 53,900 | 53,900 |
| 05. Professional Services | **347,421** | 472,200 | 472,200 |
| 06. Purchased Services | **227,550** | 273,800 | 113,800 |
| 07. Property, Furnishings and Equipment | **10,501** | 40,000 | 40,000 |
| **Total: Program Development and Planning** | **2,442,668** | 3,276,400 | 3,135,700 |
| *CAPITAL* | | | |
| **1.2.04. ADMINISTRATIVE SUPPORT** | | | |
| 07. Property, Furnishings and Equipment | **67,774** | 380,000 | 380,000 |
| **Total: Administrative Support** | **67,774** | 380,000 | 380,000 |
| TOTAL: GENERAL ADMINISTRATION | **6,112,459** | 9,136,200 | 9,134,700 |
| TOTAL: EXECUTIVE AND SUPPORT SERVICES | **6,458,068** | 9,544,300 | 9,444,400 |
| **SERVICE DELIVERY** | | | |
| **REGIONAL SERVICES** | | | |
| *CURRENT* | | | |
| **2.1.01. REGIONAL SERVICES** | | | |
| 01. Salaries | **41,628,087** | 44,243,400 | 48,424,600 |
| 02. Employee Benefits | **68,635** | 76,400 | 56,400 |
| 03. Transportation and Communications | **2,011,294** | 2,250,000 | 2,250,000 |
| 04. Supplies | **419,687** | 590,000 | 590,000 |
| 06. Purchased Services | **3,568,447** | 5,062,100 | 5,082,100 |
| 07. Property, Furnishings and Equipment | **150,871** | 306,000 | 306,000 |
| | **47,847,021** | 52,527,900 | 56,709,100 |
| 01. Revenue - Federal | **(1,842)** | - | - |
| 02. Revenue - Provincial | **(314,130)** | - | - |
| **Total: Regional Services** | **47,531,049** | 52,527,900 | 56,709,100 |
| TOTAL: REGIONAL SERVICES | **47,531,049** | 52,527,900 | 56,709,100 |
| TOTAL: SERVICE DELIVERY | **47,531,049** | 52,527,900 | 56,709,100 |

## DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

| | | Estimates | |
|---|---|---|---|
| | **Actual** | Amended | Original |
| | $ | $ | $ |
| **DIRECT CLIENT SERVICES** | | | |
| **DIRECT CLIENT SERVICES** | | | |
| *CURRENT* | | | |
| **3.1.01. DIRECT CLIENT SERVICES** | | | |
| 09. Allowances and Assistance | **65,919,948** | 69,381,800 | 69,381,800 |
| 10. Grants and Subsidies | **21,178,870** | 21,315,400 | 16,315,400 |
| | **87,098,818** | 90,697,200 | 85,697,200 |
| 01. Revenue - Federal | **(6,279,269)** | (12,824,800) | (12,824,800) |
| 02. Revenue - Provincial | **(29,283)** | - | - |
| **Total: Direct Client Services** | **80,790,266** | 77,872,400 | 72,872,400 |
| TOTAL: DIRECT CLIENT SERVICES | **80,790,266** | 77,872,400 | 72,872,400 |
| TOTAL: DIRECT CLIENT SERVICES | **80,790,266** | 77,872,400 | 72,872,400 |
| **FAMILY AND CHILD DEVELOPMENT** | | | |
| **FAMILY AND CHILD DEVELOPMENT** | | | |
| *CURRENT* | | | |
| **4.1.01. CHILD CARE SERVICES** | | | |
| 01. Salaries | **2,919,400** | 2,919,400 | 2,919,400 |
| 09. Allowances and Assistance | **16,423,289** | 17,547,700 | 17,447,700 |
| 10. Grants and Subsidies | **5,012,751** | 6,359,200 | 6,459,200 |
| **Total: Child Care Services** | **24,355,440** | 26,826,300 | 26,826,300 |
| **4.1.02. FAMILY RESOURCE PROGRAM** | | | |
| 10. Grants and Subsidies | **5,824,026** | 6,630,900 | 6,630,900 |
| **Total: Family Resource Program** | **5,824,026** | 6,630,900 | 6,630,900 |
| TOTAL: FAMILY AND CHILD DEVELOPMENT | **30,179,466** | 33,457,200 | 33,457,200 |
| TOTAL: FAMILY AND CHILD DEVELOPMENT | **30,179,466** | 33,457,200 | 33,457,200 |
| TOTAL: DEPARTMENT | **164,958,849** | 173,401,800 | 172,483,100 |

## DEPARTMENT OF CHILD, YOUTH AND FAMILY SERVICES (CONTINUED)

### Summary of Gross Expenditure and Unexpended Balances

| | $ |
|---|---|
| Original estimates (net) | 172,483,100 |
| Add (subtract) transfers of estimates | 918,700 |
| Addback revenue estimates net of transfers | 12,824,800 |
| Original estimates of expenditure | 186,226,600 |
| Supplementary supply | - |
| Total Appropriation | 186,226,600 |
| Total net expenditure | 164,958,849 |
| Add revenue less transfers and statutory payments | 6,767,726 |
| Total gross expenditure (budgetary, non-statutory) | 171,726,575 |
| Unexpended balance of appropriation | 14,500,025 |

### Summary of Cash Payments and Receipts

| | Payments | Receipts | Net |
|---|---|---|---|
| | $ | $ | $ |
| Current Account | 171,658,801 | 6,767,726 | 164,891,075 |
| Capital Account | 67,774 | - | 67,774 |
| Totals | 171,726,575 | 6,767,726 | 164,958,849 |

GENEVIEVE DOOLING
Deputy Minister
Child, Youth and Family Services

## Appendix

### Strategic Directions

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by the Provincial Government through Throne and Budget speeches, policy documents and similar communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take strategic directions into account in the preparation of their performance-based plans. This action facilitates the integration of planning practices across government and ensures that all entities are moving forward on key commitments. The strategic directions related to the Department of Child, Youth and Family Services are provided on the following pages. The strategic directions herein are comprised of a number of components, or focus areas. These focus areas were addressed through the various planning processes of the Department. As indicated in the table to follow, some were addressed in the Strategic Plan while others were addressed in the operational or work planning processes of the Department.

1. Enhanced Child, Youth and Family Services

Outcome: A strengthened foundation through a re-structured service delivery model that provides clients with the appropriate services at the appropriate time.

Focus Areas — Systemic intervention in the areas of:

| Components of Strategic Direction | This Direction is Addressed: | | |
|---|---|---|---|
| | in the Department's strategic plan | in the Department's operational plan | in the branch/divisional work plans of the Department |
| Creation of a new Department | √ | | |
| Information sharing, collaboration and partnership | √ | | |
| Recruitment and retention of a skilled workforce | | √ | |
| Policy and process enhancements | √ | | |
| Improved service delivery | √ | | |
| Enhancements to programs and services including measures to address complex cases and/or special needs | √ | | |

2. Safety, health and well-being

Outcome: Improved safety, health and well-being of children and youth.

Focus Areas — Systemic intervention in the areas of:

| Components of Strategic Direction | This Direction is Addressed: | | |
|---|---|---|---|
| | in the Department's strategic plan | in the Department's operational plan | in the branch/divisional work plans of the Department |
| Enhanced adoption outcomes | √ | | |
| Access to child care spaces | √ | | |
| Improved early childhood learning outcomes | | √ | |
| Increased protection of children at risk | √ | | |
| Increased number of foster families | √ | | |
| Strengthened family resource programs | | √ | |

## How To Reach Us

Further information about the services offered by the Department of Child, Youth and Family Services may be obtained from the department's website at:

www.gov.nl.ca/cyfs

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